

Suggestions for Supervisory Training Coverage

I. Supervisor's Responsibilities for Employees OFF-THE JOB performance:

- (a) Why the Supervisor has this responsibility (i.e. security aspects, need for the supervisor to identify himself with the employee ~~and~~ with respect to the employee as a family man, etc.)
- (b) How to do this.

II. Supervisor's Responsibilities for Employees ON-THE JOB performance:

- (a) Philosophy toward this responsibility (why it is important; supervisor's power to generate or destroy morale; tendency of many supervisors to shirk this responsibility--or to "pass the buck" up the line; the "human relations" approach to supervision).
- (b) Technical Approach:
 - (A) Techniques of being a good supervisor - how to do it - problems involved.
 - (B) Tools ~~&~~ available to the supervisor (e.g. Fitness Report; daily contact with; methods of giving assignments to; techniques of delegation; techniques of following-up on daily work produced by supervisor; need to keep employees advised of office "news items"; placement methods; lines-of-command which should be followed on handling the various personnel matters; Field Reassignment Questionnaire; need and importance to maintain a CORRECT T/O and slotting; ~~&~~ PRAs, Development ~~and~~ Complement; training; and many other items.
 - (c) The Organization and functions of the Personnel Management System as found in the Agency at all echelons (~~Head~~ Office of Personnel, Head of an Office, the Career Service Board/Committees/Panels, etc; Operating Personnel Offices; Division Chiefs; Branch Chiefs. Emphasis should be placed on fact that organization and functions vary between the several offices and career services.

III. In organizing the above- it is suggested that OTR use:

- (a) Lots of "case study" approaches to the course.
- (b) Bring in guest speakers from "Main Personnel" and "Operating Personnel" offices on various aspects of problems involved.